

# Annex 1. Terms of reference

## 1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is IEO’s first country programme evaluation conducted in Guinea-Bissau. The ICPE will be conducted in collaboration with the Government of the Republic of Guinea-Bissau (Guinea-Bissau), with the UNDP Guinea-Bissau Country Office, and with the UNDP Regional Bureau for Africa. The results of the evaluation are expected to provide a set of forward-looking recommendations as input to the new country programme document.

## 2. NATIONAL CONTEXT

The Republic of Guinea-Bissau is located in West Africa and has an area of 36,125 km<sup>2</sup> divided into 8 administrative regions<sup>2</sup>. It has a population of about 1.8 million<sup>3</sup>, with more than 20 different ethnic groups<sup>4</sup>. A former Portuguese colony, Guinea-Bissau became independent in 1974 and, since then, has experienced significant political and military upheaval. Although the constitution was promulgated in 1984<sup>5</sup>, the first multiparty elections only took place in 1994<sup>6</sup>. Persistent political instability and institutional fragility has characterized the country, with frequent coups (and coup attempts) and changes in government. A special political UN mission, the United Nations Integrated Peacebuilding Office for Guinea-Bissau (UNIOGBIS), was established in 1999 following a two-year civil war. Following the April 2012 coup d’état<sup>7</sup>, the country has embarked in a political transition process with the 2014 elections and the government 2015-2025 strategy. Nevertheless, the national Assembly has not had sessions in almost two years<sup>8</sup>. Regional and international efforts, particularly from ECOWAS, Sierra Leone, Guinea and Liberia, have led to the October 2016 Conakry

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<sup>1</sup> See UNDP Evaluation Policy: [www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf). The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

<sup>2</sup> Bissau, the capital, is an autonomous sector.

<sup>3</sup> World Bank data, 2017 (<https://data.worldbank.org/indicator/SP.POP.TOTL>). Accessed on 5 September 2018.

<sup>4</sup> Encyclopaedia Britannica, Guinea Bissau (<https://www.britannica.com/place/Guinea-Bissau>). Accessed on 5 September 2018.

<sup>5</sup> The last amendment was done in 1996.

<sup>6</sup> Elections were organized in 1994, 2000, 2004, 2009 and 2014.

<sup>7</sup> The Economic Community of West African States (ECOWAS) deployed a mission in Guinea-Bissau in 2012: the ECOMIB.

<sup>8</sup> World Bank, Context Overview (<http://www.worldbank.org/en/country/guineabissau/overview>). Accessed on 5 September 2018.

Agreement and the Bissau Roadmap to end the political crisis, appointment of a consensual Prime Minister, and organize legislative elections in November 2018.

In spite of an unfavorable environment, growth rate averaged 6.1 percent between 2015 and 2017<sup>9</sup> thanks to an increase in cashew nut production and exports, growth in the construction sector and fishing industry, and improvements in public finance management<sup>10</sup>. On the other hand, the economy is not diversified, and the country remains highly dependent on cashew nuts. The agricultural sector is central to the country's economy with 49 percent of rural population and 49.2 percent of the GDP coming from agriculture, forestry and fishing<sup>11</sup>. In 2018, Guinea-Bissau ranked 176<sup>th</sup> out of 190 countries.<sup>12</sup> Challenges in basic infrastructure, particularly transport and energy, access to justice, corruption, drug trafficking and (organized) crime are still very important.

The country's protracted political instability has deeply constrained socio-economic and human development. A low-income country, Guinea-Bissau human development index is one of the lowest in the world (0.424 in 2016, positioning the country at 178 out of 187 countries), and, when adjusted to inequality, it falls to 0.257, a loss of 39.3 percent<sup>13</sup>. The most recent poverty data showed that 80.4 percent of the population were multidimensionally poor in 2006 (with an additional 10.5 percent living near multidimensional poverty in 2006)<sup>14</sup> and 69.3 percent of the population was living below the poverty line in 2010<sup>15</sup>. Access to education, health, potable water, and sanitation are still insufficient, particularly in rural areas. Guinea Bissau remains one of the countries with highest malaria mortality rate per capita in the world, representing 15.8 percent of all deaths<sup>16</sup>. More than half of the population is illiterate<sup>17</sup>, with significant disparities, especially when disaggregated by gender (literacy rate is 62.4 for men vs 30.7 for women). In 2016, food insecurity among rural households was between 29 and 31 percent and was higher in women-headed households and households headed by individuals with no education.<sup>18</sup> Chronic malnutrition achieved 27.6 percent.<sup>19</sup> Life expectancy remains low at 57.4<sup>20</sup>, fertility rate is high with 4.6 children per woman<sup>21</sup> and more than 60 percent of the population is under 25<sup>22</sup>.

Gender equality, and in particular women's participation in economic and political activities, remains an important challenge with only 14 percent of the seats in the national parliament held by women in 2015<sup>23</sup>. Gender discrimination is perceived in all political, economic and social spheres. Forced and early marriage, early pregnancy, female genital mutilation, maternal mortality, gender-based violence and polygamy are among the most common challenges affecting women.<sup>24</sup> Some customary laws do not allow women to own land, inherit property and access bank loans.

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<sup>9</sup> World Bank data, 2015-2017. Accessed on 5 September 2018.

<sup>10</sup> Report of the Secretary-General on developments in Guinea-Bissau and the activities of the United Nations Integrated Peacebuilding Office in Guinea-Bissau, S/2017/695, 10 August 2017 ([https://uniogbis.unmissions.org/sites/default/files/sgs\\_report\\_aug\\_2017.pdf](https://uniogbis.unmissions.org/sites/default/files/sgs_report_aug_2017.pdf))

<sup>11</sup> World Bank data, 2017. Accessed on 5 September 2018.

<sup>12</sup> World Bank, Doing Business report 2018.

<sup>13</sup> UNDP, Human Development Report 2016 ([http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/GNB.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GNB.pdf))

<sup>14</sup> UNDP, Human Development Report 2016 (<http://hdr.undp.org/en/indicators/38606>). Accessed on 5 September 2018.

<sup>15</sup> World Bank data. Accessed on 5 September 2018

<sup>16</sup> Report of the Secretary-General on developments in Guinea-Bissau and the activities of the United Nations Integrated Peacebuilding Office in Guinea-Bissau, S/2017/695, 10 August 2017

<sup>17</sup> World Bank data, 2014. Accessed on 5 September 2018

<sup>18</sup> WFP Interim country strategic plan 2018-2019 (<https://docs.wfp.org/api/documents/f00daf7ab97947cab32a9cc326bd40f3/download/>)

<sup>19</sup> Ibid

<sup>20</sup> World Bank data, 2016. Accessed on 5 September 2018

<sup>21</sup> UNFPA data, 2017. Accessed on 5 September 2018

<sup>22</sup> Guinea-Bissau 2015-2020 Terra Ranka Strategic and Operational Plan, p.27.

<sup>23</sup> UNDP, Human Development Report 2016 (<http://hdr.undp.org/en/composite/GII>).

<sup>24</sup> AfDB, Guinea-Bissau Country Gender Profile, 2015 ([https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Guinea-Bissau\\_-\\_Country\\_gender\\_profile.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Guinea-Bissau_-_Country_gender_profile.pdf))

In terms of environmental challenges, the country is susceptible to climate change, particularly desertification and rising sea levels<sup>25</sup>, with 10 percent of the country covered by mangroves and 57 percent by forest<sup>26</sup>. Most of the population is vulnerable to climate change as their income depends directly or indirectly on agriculture and fishing. However, the country is challenged in terms of resources, laws and frameworks to protect natural resources and stop illegal fishing, deforestation and coastal erosion.

### 3. UNDP PROGRAMME STRATEGY IN GUINEA-BISSAU

Relations between the Government of Guinea-Bissau and the United Nations system were formalized on 1975. The work of UNDP in the country is guided by the United Nations Development Assistance Framework (UNDAF) for the period 2016-2020. The UNDAF was developed by the UN country team composed of 15 agencies, in line with the 2015-2020 “Terra Ranka” Strategic and Operational Plan deriving from the 2015-2025 Government strategy and the “Delivering as One” approach.

In line with the Government’s strategic and operational plan 2015-2025, Terra Ranka, the UNDAF 2016-2020, the UNDP Strategic Plan 2014-2017, UNDP committed in its Country Programme Document 2016-2020 to support the following programme priorities: (a) Governance and Rule of Law; (b) Inclusive economic growth; and (c) Biodiversity and disaster risk reduction. In addition, it intended to target women and youth and contribute to sustainable development objectives in a way that would strengthen peace and stability.

**Table 1: Country Programme outcomes and indicative resources (2016-2020)<sup>27</sup>**

| Country Programme Outcome  |  | Country Programme Output  | Planned resources (US\$)                                  | Indicative expenditures to date (US\$) |
|--|--|---|---|--|
| <b>Outcome 37</b><br>(UNDAF outcome 1; SDGs 5,10,16,17)          | State institutions, including in the areas of defence, security, and justice, consolidate stability and the rule of law, democratic participation, and equitable access to opportunities for all | 1.1. The NPA’s capacities are strengthened in the areas of representation, legislation, control, and supervision of the government’s actions that take into account a gender perspective<br>1.2. Electoral management bodies have the capacities to ensure effective, transparent, credible and participatory electoral processes that are gender-sensitive<br>1.3. The legal system has the institutional framework and the operational capacities and abilities required to combat impunity and respond to the community in terms of compliance with human rights<br>1.4. Public institutions and civil society organizations have the capacity to budget, define a gender-responsive management framework, and implement policies that address the public’s priorities | CPD:<br>43,500,000<br><br>Received to date:<br>16.564,099 | 9,633,132                              |
| <b>Outcome 38</b><br>(UNDAF outcome 2; SDGs 1,2,5,8,10,11,12,17) | Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security,   | 2.1. Economic governance and management institutions have the capacity and tools to formulate, monitor and evaluate strategies and plans, and coordinate development aid<br>2.2. Vulnerable populations, particularly young people and women, benefit from emerging   | CPD:<br>21,700,000<br><br>Received to date:<br>12,483,964 | 9,922,789                              |

<sup>25</sup> The country has 88 islands.

<sup>26</sup> Guinea-Bissau 2015-2020 Terra Ranka Strategic and Operational Plan, p. 31.

<sup>27</sup> At CPD design stage, the Global Fund was not linked to any outcome. The funds are reflected under management projects. The CPD planned resources therefore do not include it but the resources received to date include the funds received so far.

|  |  |   |   |            |
|--|--|---|---|------------|
|  | and the structural transformation of the economy   | economic opportunities and have access to inclusive financing and markets   |   |            |
| <b>Outcome 39</b><br>(UNDAF outcome 4; SDGs 5,7,10,12,13,14,15,17) | Public institutions, civil society organizations, and the private sector promote the preservation and development of biodiversity, and the prevention and management of disaster risks | <p>3.1. National institutions have the capacity to formulate, plan, and implement environmental and natural resource management policies that are gender sensitive</p> <p>3.2. The populations practice biodiversity preservation and sustainable environmental management techniques</p> <p>3.3. The institutions responsible for managing risks and disasters have normative frameworks that comply with international standards, functional coordinating mechanisms, and skilled human resources</p> | <p>CPD:<br/>17,878,000</p> <p>Received to date:<br/>3,674,312</p> | 3,405,057  |
| <b>Total (to date)</b>   |  |   | 32,722,375  | 22,960,379 |

Source: UNDP Guinea-Bissau Country Programme Document 2016-2020 and UNDP data extracted from Atlas / PowerBi as of August 2018.

#### 4. SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to feed into the process of developing the new country programme. The ICPE will focus on the current programme cycle (2016-2020) to provide forward-looking recommendations as input to UNDP Guinea-Bissau's formulation of its next country programme. The scope of the ICPE includes the entirety of UNDP's development programmes in the country, including interventions funded by all sources.

Areas of particular attention will include gender equality integration in programming and the multiple constraints faced regarding the country's chronic political situation. The evaluation will reflect on how the CO has adapted and what has been the relevance of the mitigation strategies put in place to respond to it during programme implementation. This will include identification of potential gaps and implications to the next country programme cycle.

#### 5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>28</sup> The ICPE will address the following key evaluation questions.<sup>29</sup> These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1 and 2, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have

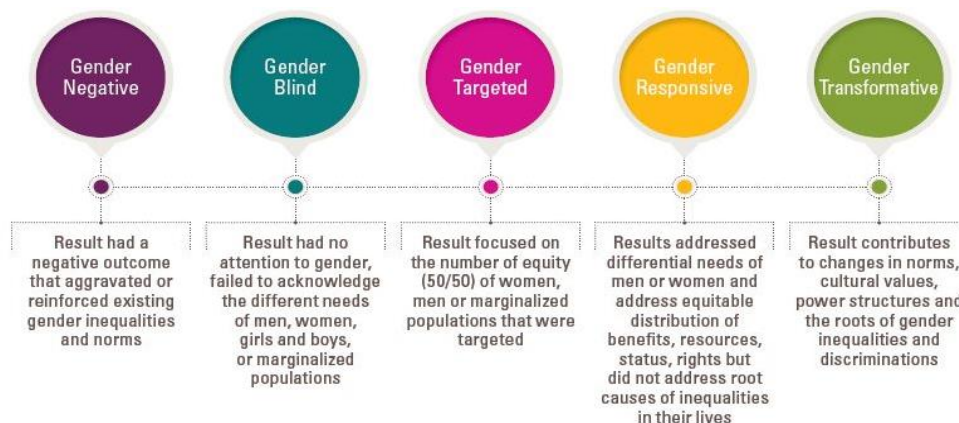
<sup>28</sup> <http://www.uneval.org/document/detail/1914>

<sup>29</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be considered.

To better understand UNDP’s performance, the specific factors that have influenced - both positively or negatively - UNDP’s performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. In assessing the CPD’s evolution, UNDP’s capacity to adapt to the changing context and respond to national development needs and priorities will be looked at. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation), and the extent to which the key principles of UNDP’s Strategic Plan<sup>30</sup> have been applied in the CPD design and implementation are some of the aspects that will be assessed under this question.<sup>31</sup>

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. To assess gender across the portfolio, the evaluation will consider the gender marker<sup>32</sup> and the gender results effectiveness scale (GRES), among others. The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.



## 6. DATA COLLECTION

**Assessment of data collection constraints and existing data.** A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The Evaluation Resource Center (ERC) information indicates that 2 project evaluations were carried out for the 2016 cycle to date, and 16 evaluations (12 project, 3 outcome, 1 CPD midterm) for the 2010-2015 period. The limited number of outcome evaluations in the current cycle poses a challenge. With respect to indicators, the CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR) and the corporate planning system (CPS) associated with it provides baselines, data sources and indicators. However, the data published by the National Statistics Institute (INE) is outdated with some information dating back to 2006 and 2010. The security level is considered moderate but should not constraint primary data collection.<sup>33</sup>

**Data collection methods.** The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and face-to-face and/or telephone/Skype interviews will include government representatives, civil-society

<sup>30</sup> These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women’s empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

<sup>31</sup> This information is extracted from analysis of the goals inputted in the Enhanced RBM platform, the financial results in the Executive Snapshot, the results in the Global Staff Survey, and interviews at the management/ operations in the Country Office.

<sup>32</sup> A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

<sup>33</sup> <https://trip.dss.un.org/dssweb/traveladvisory.aspx>

organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, UNDP country office and RBA and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the CO to identify relevant UNDP partners to be consulted, as well as those who may not work with UNDP, but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

A pre-mission questionnaire will be administered and expected to be completed at least two weeks prior to the arrival of the evaluation team in Bissau for the data collection mission. Special attention will be given to integrate a gender equality responsive approach to the evaluation methods and reporting. Gender-related data will be collected by using corporately-available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes.

The IEO and the Country Office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the Country Office and partners, including quality assurance reports available. All information and data collected from multiple sources will be triangulated to ensure its validity. An evaluation matrix will be used to guide how each of the questions will be addressed to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

Data and information collected from different sources and through various means will be triangulated before the evaluation reaches conclusions and recommendations.

## **7. MANAGEMENT ARRANGEMENTS**

**Independent Evaluation Office of UNDP:** The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Guinea-Bissau:** The Country Office (CO) will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries; assistance for the project site visits). To ensure the anonymity of interviewees, the Country Office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the RBA. It will support the use and dissemination of the final ICPE report at the country level.

**UNDP Regional Bureau for Africa:** The UNDP Regional Bureau for Africa will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the country office's implementation of the evaluation recommendations, as defined in its management response.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the Country Office.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, will help backstop the work of other team members.
- **Consultants:** external consultants will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women’s empowerment. Under the guidance of the LE and ALE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection in the field, prepare sections of the report, and contribute to reviewing the final ICPE report.
- **Research Assistant:** A research assistant based in the IEO will provide background research and will support the portfolio analysis.

The roles of the different members of the evaluation team can be summarised in Table 2.

| Table 2: Data collection responsibilities (tentative) |   |                 |
|---|---|-----------------|
| Area  | Report                                  | Data collection |
| Governance and rule of law                            | Governance and poverty consultant + LE  |                 |
| Inclusive economic development                        | Governance and poverty consultant + ALE |                 |
| Biodiversity and disaster risk management             | Environment and DRR consultant + LE     |                 |
| Gender equality and women’s empowerment               | All                                     |                 |

## 8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals with relevant skills and expertise will be recruited if needed. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk review of reference material and identify specific issues. Further in-depth data collection will be conducted, by administering a pre-mission questionnaire to the Country Office. Based on this, detailed questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

**Phase 3: Field data collection.** The evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission will be 2.5 weeks. The timing of the mission will be closely discussed and coordinated with the country office. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the mission, the evaluation team holds a debriefing presentation of the key preliminary findings at the Country Office. By the end of the mission, all additional data gaps and areas of further analysis should be identified for follow-ups.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO and the International Evaluation Advisory Panel (IEAP). It will then be circulated to the Country Office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Guinea-Bissau Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be published.

**Phase 5: Publication and dissemination.** The ICPE report, including the management response, and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Guinea-Bissau Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

## 9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>34</sup> as follows:

| <b>Table 3: Timeframe for the ICPE process going to the Board in June 2020 (tentative)</b> |                          |                           |
|--|--------------------------|---------------------------|
| <b>Activity</b>  | <b>Responsible party</b> | <b>Proposed timeframe</b> |
| <b>Phase 1: Preparatory work</b>   |                          |                           |
| TOR – approval by the Independent Evaluation Office  | LE                       | September 2018            |
| Selection of other evaluation team members   | LE                       | October 2018              |
| <b>Phase 2: Desk analysis</b>  |                          |                           |
| Preliminary analysis of available data and context analysis                                | Evaluation team          | March-April 2019          |
| <b>Phase 3: Data collection</b>  |                          |                           |
| Data collection and preliminary findings   | Evaluation team          | 1 April–16 April 2019     |
| <b>Phase 4: Analysis, report writing, quality review and debrief</b>                       |                          |                           |
| Analysis and Synthesis   | LE                       | May 2019                  |
| Zero draft ICPE for clearance by IEO   | LE                       | June 2019                 |
| First draft ICPE for CO/RB review  | CO/RB                    | July 2019                 |
| Second draft shared with the government  | CO/GOV                   | September 2019            |
| Draft management response  | CO/RB                    | October 2019              |
| Final debriefing with national stakeholders  | CO/LE                    | October 2019              |
| <b>Phase 5: Production and Follow-up</b>   |                          |                           |
| Editing and formatting   | IEO                      | November 2019             |
| Final report and Evaluation Brief  | IEO                      | November 2019             |
| Dissemination of the final report  | IEO/CO                   | December 2019             |
| Presentation to the Executive Board  | IEO                      | June 2020                 |

<sup>34</sup> The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.